

CHAPTER 1: THE FINANCIAL MANAGEMENT VISION

INTRODUCTION

Everything has a price tag: every rifle, bullet, artillery piece, and ultimately every operation. The financial manager's function is to ensure that his commander receives the financial resources (e.g., obligation authority, dollars) when and where he needs it for mission accomplishment. This applies in peace as well as during all operations.

THE FINANCIAL MANAGEMENT VISION

The financial management vision is of effective financial management support to the commander. This support provides a significant combat and logistics multiplier. Financial management is comprised of the two mutually supportive core processes of finance operations and resource management operations. Commanders on tomorrow's battlefield will not have the burden of a large logistical tail. The Army will conduct operations in austere environments, and in many cases at great distances from home station support. Requirements for contracting, subsistence (to include fresh fruit, water, etc.), billeting, transportation, communications, labor, and a myriad of other supplies and services will be necessary for successful mission accomplishment and survival.

Financial management operations provide the commander with many necessary capabilities, from contracting and banking support to cost capturing and fund control. The operational commander must integrate his financial managers into all patterns of operations to fully accomplish the mission. The financial management force is capable of providing modular and tailorable units which can and will deploy along with the supported force.

The Principles of War

The principles of war are the bedrock of Army doctrine. They provide general guidance for the conduct of military operations. Today's force projection Army adheres to these principles. Figure 1-1 demonstrates the financial management vision of how financial management operations are integrated into the operational commander's plans.

PRINCIPLES OF WAR	DEFINITION	FINANCIAL MANAGEMENT INTERACTION
OBJECTIVE	Devise a clearly defined, decisive and attainable goal.	Plan financial management operations with a clear desired end state.
OFFENSIVE	Seize, retain, and exploit the initiative.	Provide the commander with the resources when and where needed to maintain and exploit the initiative.
MASS	Use overwhelming combat power at the decisive time and place.	Enable the commander to bring his resources together where and when needed.
ECONOMY OF FORCE	Employ combat power in the most effective way possible.	Tailor financial management elements in order to provide the commander with the required support without undue redundancy.
MANEUVER	Place the enemy in a position of disadvantage.	Position financial management elements in such a way that they do not interfere with combatant maneuver yet still provide the needed support. Provide effective support across all levels of the operation.
UNITY OF COMMAND	Seek unity of command and unity of effort.	Ensure that all financial management elements understand whom they support. They must know how they interact with their financial management chain of command and their supporting command.
SECURITY	Never permit the enemy to acquire unexpected advantage.	Ensure that financial management elements are capable of securing themselves. Plan financial management operations in such a way that the commanders overall plan remains secure.
SURPRISE	Strike the enemy at a time, place, or in a manner for which he is unprepared.	Plan and execute financial management operations in such a way that the commander can exploit the advantage surprise gives him.
SIMPLICITY	Prepare clear, concise, uncomplicated plans and orders.	Prepare clear and concise financial management plans and orders. They should be flexible enough to be changed as the situation dictates.

Figure 1-1

The Tenets of Army Operations

Success on and off the battlefield depends on the ability to conduct operations in accordance with the five tenets of Army operations. These tenets drive training and doctrine. Figure 1-2 shows the five tenets of Army operations and how the financial manager supports them.

TENET	DEFINITION	FINANCIAL MANAGEMENT APPLICATION
INITIATIVE	The willingness and ability to act independently.	Proactively plan financial management operations based on known information and deductions from intelligence. Actively prepare cost estimates for operations. Participate throughout the planning process to address financial management requirements for different operations (e.g., disaster relief, peacekeeping, peacemaking.) Anticipate commander's financial needs.
AGILITY	The ability to react faster than the enemy as the situation changes.	Remember that every plan is the base for changes. Keep financial management flexible and react effectively to changes in the situation.
DEPTH	The extension of operations in time, space, resources and purpose.	Plan and execute financial management operations so that they support the needs of the entire battlefield.
SYNCHRONIZATION	The arranging of activities in time and space to mass at the decisive point. Use every resource to make the greatest contribution.	Prepare and execute financial management activities in such a way that resources are available in the right amount at the correct time and place to support the operation without sacrificing security.
VERSATILITY	The ability to meet diverse challenges, shift focus, tailor forces, and move from one role or mission to another.	The ability to shift effectively resources to meet changes in the situation.

Figure 1-2

STEWARDSHIP

Webster's Dictionary defines stewardship as "the management of another person's property, finances, or other affairs." The Army, as a corporate body, and especially its financial managers are stewards of property, finances, and other affairs of the American people. The Army is vested with the public's trust and confidence for defending the nation. Its members have a responsibility for entrusted resources. Financial management is an integral part of the commander's role in fulfilling this responsibility. During peacetime, responsible financial management is essential to sustaining and modernizing the Army, maintaining its readiness posture, and efficiently allocating and prioritizing the usage of scarce resources. During operations, effective financial management enhances the warfighters' ability to achieve victory or operational success.

"Stewardship" may be defined in an operational context as the financial manager's ability to get the right resources to the right commands at the right time. This enables commanders to accomplish their missions. In a broad sense, commanders and principal staff officers at all echelons are the primary stewards of resources. More traditionally, however, financial managers are those personnel responsible for the stewardship of monetary resources.

FORCE XXI OPERATIONS

The future Army -- Force XXI -- must design organizations and develop capabilities that allow it to be rapidly tailorable, rapidly expandable, strategically deployable, and effectively employable. Force XXI will operate as part of a joint and multinational team to achieve decisive results. Force XXI must exploit the Total Army to include civilian and reserve component capabilities. Five characteristics define Force XXI: doctrinal flexibility, strategic mobility, tailorability and modularity, joint and multinational connectivity, and versatility to function in all operations. Effective financial management support to commanders is a critical component of the Force XXI Army.